

From: "Brona Pinnolis" <bpinnolis@memphiscrime.org>
To: "William L. Gibbons (wgibbons)" <wgibbons@memphis.edu>
Date: 8/14/2018 5:41:07 PM
Subject: FW: Your Application

Here are the revisions. I have it printed for you for when you get back but if you can print it somewhere, here it is.

Brona E. Pinnolis, JD
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Memphis Shelby Crime Commission
600 Jefferson, Suite 400
Memphis, TN 38105
Direct Line: 901-507-4192



From: Hyde Family Foundation [mailto:mail@grantapplication.com]
Sent: Tuesday, August 14, 2018 4:35 PM
To: Brona Pinnolis <bpinnolis@memphiscrime.org>
Subject: Your Application

Your application has been saved successfully, and the tracking number is 23778. For your records, here is a copy of the contents of your application:

General Application for Funding

Pt. I - Overview of Your Organization

Organization Name

Memphis Shelby Crime Commission

Also Known As

If applicable, please enter any other name by which your organization is known.

Crime Commission

Organization Mission and Purpose

Please list your organization's mission statement and purpose.

Governed by a 50-member board of directors comprised of leaders in law enforcement, criminal justice, business, government, the non-profit community, and the faith community, the Memphis Shelby Crime Commission is the leading community-based entity focused on public safety. The primary mission of the Crime Commission is to improve public safety in the Memphis community by identifying and promoting evidence-based and evidence-informed best practices. A key part of that mission is to spearhead development of a plan, Operation: Safe Community (OSC), to significantly improve public safety in the Memphis area, galvanize diverse leaders and stakeholders in the implementation and support of the plan, and oversee the hard work necessary to achieve implementation. It is the only community entity responsible for carrying out this critical mission.

Date Founded

MM/DD/YYYY

04/1997

IRS Registration Date

Tax ID Number

62-1693848

Primary Contact First Name

Please enter the first and last name of the person we should contact in relation to this request, specifically.

Bill

Primary Contact Last Name

Gibbons

Primary Contact Title

President

Primary Contact Phone

901-527-2600

Primary Contact E-mail

wgibbons@memphis.edu

Organization Phone

901-527-2600

Organization Fax

901-577-0286

Office Address

600 Jefferson Street
Suite 400

City

Memphis

State

TN

Zip Code

38105

Organization Website Address

memphiscrime.org

Pt. I (con't.) - Overview of Your Project

Project Title

Crime Commission Operations

Brief Project Summary

(~ 150 words)

The University of Memphis Public Safety Institute (PSI) and the Crime Commission have entered a research-practice partnership for the benefit of the Memphis community. The development of that partnership is being led by the PSI's executive director in consultation with public safety practitioners along with University faculty and other researchers.

Through this partnership, the Institute is fulfilling a need by the Crime Commission to:

- Help define and execute an applied research agenda tied to the local Operation: Safe Community crime plan,
- Publish and analyze local crime statistics and trends,
- Organize forums and symposia to promote thoughtful leadership and discussion to improve practices related to crime and public safety, and
- Identify additional evidence-based and evidence-informed practices and solutions and generally bring a deep expertise to problem solving in the areas of crime prevention, intervention and reduction as we move forward, all with the goal of improving safety within our community.

Impact Area

Vibrant Spaces & Communities

Request Amount

Please enter whole dollar amounts only.

100000

Application Deadline Date

9/1/2018

Project Budget

Please enter the budget for this project, if applicable.

968500

Project Start Date

Please enter the start and end dates for your project, if applicable.

1/1/2017

Funding Project End Date

MM/DD/YYYY

12/1/20181/2021

WhereToGiveMidsouth Profile

Does your organization have an active and current WhereToGiveMidsouth profile?

Yes

Greenprint Certification

If applicable, is your project Greenprint-certified?

No

Primary Outcome

From the list below, please choose the most relevant primary outcome that will occur as a result of your program or project in the box below.

Please choose ONLY ONE primary outcome.

- (A1) Access & Opportunity - From preschool through postsecondary, achievement gaps close dramatically
- (A2) Access & Opportunity - Public systems better serve residents by being aligned, high-quality, and accountable
- (A3) Access & Opportunity - All Memphians have the opportunity and tools to complete a postsecondary program that helps them earn a family-sustaining wage and grow in the workforce
- (A4) Access & Opportunity - Pipeline talent consistently meets employer need across all sectors
- (B1) Connectivity & Vibrancy - A network of public spaces throughout the city encourages diverse resident interactions
- (B2) Connectivity & Vibrancy - Neighborhoods in the urban core are vibrant, connected, and primed for opportunity via better housing, small business development, and transit access
- (B3) Connectivity & Vibrancy - Greenways and trails serve as connectors
- (B4) Connectivity & Vibrancy - Arts and culture contribute to Memphis' economic and social vitality and reflect the soul of Memphis
- (C1) Aligned & Visionary Leadership - Leaders in Memphis are diverse, entrepreneurial, and work across sectors
- (C2) Aligned & Visionary Leadership - Philanthropic and business leaders are aligned, effective, and increase their financial support of city-building efforts
- (C3) Aligned & Visionary Leadership - Public sector leaders have the vision, management skills, and support to make the best use of the city's resources
- (C4) Aligned & Visionary Leadership - Memphians are aware and proud of the progress being made in their city

B2

Secondary Outcome(s)

From the same list above, please denote below 1-2 secondary outcomes

C3

Executive Director First Name

Bill

Executive Director Last Name

Gibbons

Board Chair First Name

Ben

Board Chair Last Name

Adams

Certification of Approval

By checking the box below, you are certifying both the Executive Director's and Board Chair's official approval of this request.

Yes

Pt. II - Your Grant Request

The Need & Opportunity

Describe the need or opportunity the project or program is addressing and how it will contribute to a thriving, unified Memphis for all. Please include the specific issue(s), target population, and data about the size and scope of the need or opportunity.

The Crime Commission is requesting funding at a level of \$100,000 for October, 2018-September, 2019 to support general operations and continued support of the PSI at the University of Memphis. Crime prevention and reduction is critical to the future growth of Memphis by insuring safe, vibrant communities in which citizens want to live, go to school, and work, especially in the city's urban core.

This funding is needed in order to:

1. Continue the Crime Commission's goal of working with key stakeholders to implement the Operation: Safe Community (OSC) crime plan and maintain a system of accountability for implementation by those stakeholders;
2. Communicate to the Memphis community the OSC plan and the status of its implementation;
3. Jointly with the PSI, communicate to the public key crime rates and trends;
4. Through support of the PSI, move forward on assessing and evaluating various parts of the OSC plan that have been implemented to determine what is working and what is not and, if not, why; and
5. Working through the PSI, continue to organize forums/symposia to promote discussion of evidence-based and evidence-informed practices to reduce crime and improve public safety.

The Approach

Describe your approach for undertaking the project or program plan. Please include the specific activities, milestones, project timeline, deliverables, and/or work plan, and which of these the Hyde Family Foundation funding would specifically support.

As the only entity in a position to oversee implementation of the OSC plan, the Crime Commission's goal is to advance the plan this coming year through the following objectives:

1. Creating 2019 milestones agreed upon by the stakeholders, working with those stakeholders to advance the plan, and administering a system of accountability in meeting the milestones;
2. Obtaining data and other information from key stakeholders necessary to measure the level of success of each of the plan's objectives; and
3. Through its website, e-newsletters, media releases, social media, public appearances, guest columns, and other means, communicate the status of plan implementation and information on crime rates, trends, etc. to the broader community.

In addition, the PSI is engaged in ongoing assessments of various steps in the OSC crime plan. This evaluation component did not exist for the two previous five-year plans and has already yielded important information regarding the efficacy of certain elements of the plan. This work needs to continue throughout the balance of 2018 and into 2019. Through funding such as that being requested in this application, the Commission is, in turn, funding the PSI at the University of Memphis to take the lead in evaluating the various components of the OSC crime plan upon implementation. A number of interim assessments are due to be released in 2018, and the assessment process will be ongoing.

Much of the evaluation component to date has been conducted by the Institute's research team, consisting currently of a research associate professor and a research assistant. However, this team has recruited additional faculty members at the University of Memphis to participate in various aspects of applied research associated with evaluation of the plan. This includes, but is not limited to, faculty from the School of Urban Affairs and Public Policy.

In addition, the Institute is actively seeking opportunities to partner with other institutions of higher learning. In this past year, the Crime Commission recruited student interns from LeMoyne-Owen College and expects this to be an ongoing partnership throughout the duration of the plan. Plans are underway to partner with the UT Health Sciences Center on evaluating several aspects of the OSC plan. Additionally, students at the University of Memphis are also working with the PSI to further its research responsibilities.

Pt. III - Your Approach to Learning & Evaluation

Access & Engagement

How do you survey or access your constituency? Describe your approach for authentically engaging the people you will be serving/the communities that will benefit from the grant.

The Crime Commission, through the Public Safety Institute, has a systematic approach to surveying both participants and intended beneficiaries of various aspects of the OSC plan. For example:

1. Neighborhood Watch participants as well as law enforcement personnel, have been, and will continue to be, surveyed about their satisfaction with the Neighborhood Watch program and processes;
2. Community leaders and law enforcement have been, and will continue to be, surveyed regarding the implementation of a new program from the Shelby County District Attorney's Office--community prosecution in select precincts;
3. Select probationers and parolees are surveyed monthly regarding their awareness of the new FED UP campaign, designed to apprise individuals of the newly toughened gun crime laws;
4. Law enforcement personnel have been, and will continue to be, surveyed regarding various aspects of gang injunctions issued by the court.

In addition to surveys, the PSI was created, in part, to assess and evaluate the data produced by partners within the community (government entities, non-profits, agencies, etc.) working on implementation of various aspects of the OSC plan. As mentioned elsewhere in this narrative, some of the preliminary assessments are now underway based on the work conducted across the past 18 months. Release of these interim assessments is expected shortly.

The Crime Commission also undertook to include the community-at-large in the very formation of the crime reduction plan. More than 400 citizens came to community forums to express their opinions on most pressing needs. The Commission has as one of its central goals to increase community engagement in crime reduction. As such, representatives from the Commission meet many times a week with citizens working to improve their neighborhoods. We attend community events such as National Night Out (a full-staff effort), four Police Joint Agency monthly meetings (where community leaders and government agency representatives come together), as well as numerous other community events. The Commission also has, in conjunction with the PSI, planned and hosted with other collaborative partners two symposia on topics relating to community vibrancy and well-being: 1) a plan to reduce the number of youth who enter the juvenile justice system and improve outcomes for these youth and the communities in which they live and 2) help for those citizens returning from incarceration to find meaningful employment so that they can become productive and reduce the chances of returning to prison.

Outputs & Outcomes

Describe the specific outputs and outcomes you are aiming for related to the outcome area(s) you selected, including what specific metrics you plan to report on and your approach to learning and course correction.

We are continually reviewing metrics related to larger outcomes, such as crime rates and trends, as well as successes in both process and outcomes across the sixteen objectives of the OSC plan. As an example of these metrics, please note:

1. The plan objective calling for implementation of a community prosecution model has been implemented by the D.A.'s Office in the Old Allen, Tillman, and Mt. Moriah precincts.
2. A major step toward resolving police shortages through recruiting and retaining Memphis Police Department (MPD) officers has been achieved through a multi-year \$6.1 million commitment from the private sector geared primarily to retention and referral bonuses. This represents an unprecedented commitment by the private sector to law enforcement. In 2018 to date, MPD graduated 149 new officers. In addition, re-creation of the Police Service Technician (PST) program is (a) providing a new source of excellent recruits for MPD and (b) allowing commissioned MPD officers to focus more time on crime prevention and enforcement.
3. State legislation was enacted calling for stronger state penalties for convicted felons in possession of guns. There is a renewed commitment by the U.S. Attorney's office to pursue gun crime prosecutions. In addition, a new communications campaign has begun (FED UP. GUN CRIME. MAX TIME.) in an effort to deter gun crime by changing behavior.
4. Funded through the Workforce Investment Network, a new jobs program for high risk offenders that adds a transitional work feature to more traditional efforts has been implemented.
5. Under the leadership of Mayor Mark Luttrell and with the budgeting approval of the County Commission, a youth assessment center to provide needs assessments and appropriate interventions for non-violent juvenile offenders is scheduled to open this fall, with the goal of reducing repeat juvenile delinquency.

6. The District Attorney's Office has begun a Group Violence Focused Deterrence Initiative, which is patterned after a successful effort in Boston and is geared to curb violent, gang-related gun crime. (This was a recommendation of Ray Kelly's consulting firm, which was retained through funding, in part, from the Hyde Foundation.)
7. As part of expanding data-driven, proactive policing, MPD's weekly "TRAC" meetings have been revamped under the leadership of a new Chief Crime Strategist in order to ramp up data-driven deployment and accountability for results. (Recommended by Ray Kelly's consulting firm.)
8. The state's system of swift, certain and fair administrative sanctions for violating certain conditions of probation and parole has been implemented in Shelby County, with promising preliminary results.
9. A zero-based assessment of MPD staffing needs, scheduled for completion this fall. (Recommended by Ray Kelly's consulting firm.)
10. A comprehensive review of services available to domestic violence victims and where gaps may exist is underway.

How Change Happens

Address the need(s) you identified in Section II. How will change happen? How will your project or program cause the change you seek? What assumptions are you making?

Change happens through development of a careful plan of action using evidence-based or evidence-informed practices, then allowing responsible entities to execute on these plans, measuring both the processes of execution and the outcomes, and then making changes as needed based upon the findings of these reviews. This requires a high level of cooperation and willingness to produce, submit, review, understand, and accept data. Prior to inclusion in the OSC plan, all participating organizations agreed to this level of cooperation. The assumptions made are that these organizations continue to collaborate and cooperate regardless of what any assessment of their work may show, in order to improve processes if and where necessary and move towards sustained improvement.

The response to neighborhood blight provides one illuminating example:

One of the plan's goals is to increase community participation in crime reduction efforts, specifically through helping to create more robust and more numerous Neighborhood Watch groups (NWGs). NWGs are part of the Memphis Police Department's effort to have community members participate in crime reduction by reporting both problem properties and problem people. The city of Memphis's 311 system is another tool used in this effort. The Crime Commission's vice president of community engagement, Harold Collins, meets continually with neighborhood residents and representatives alike, working to expand the footprint of the neighborhood watch model, already shown to be highly effective in helping communities be more vibrant and secure. Through these efforts, priority properties in need of attention are brought to light and concerted efforts made to resolve these issues. This process has undergone some tweaking across the first year as the parties collaborated in seeking what works best. More problem properties are being resolved through this process and, anecdotally, there is generally more optimism among its participants that the process is helping move stubborn cases through the system.

Pt. IV - Your Capacity to Implement the Project

Organization Description

Provide a brief description of your organization.

Established in April 1997 by the Plough Foundation, Guardsmark, Inc., and other major stakeholders, the Memphis Shelby Crime Commission is an independent, non-profit 501(c)(3) organization that acts as a catalyst to bring agencies together to focus on innovative crime prevention methods. The Crime Commission has created unprecedented partnerships with businesses, foundations, non-profits, and government agencies to make Memphis and Shelby County a safer, more vibrant community in which people can live, work, go to school, play, and retire.

Prior Experiences

Describe your prior experiences or track record of working on this need or opportunity and/or with this target population.

The Crime Commission is now shepherding the third five-year strategic crime prevention and reduction plan. The first Operation: Safe Community plan was in effect from 2006-2011. During that five-year time period, overall major crime (violent and property) reduced by approximately 25%. A couple of key elements of that plan were establishing a focus on data-driven policing, known locally as "Blue Crush," and a focus on reducing gun crime. A second plan, in effect from 2012-2016, attempted to build on the success of the first plan. It involved 26 strategies and 62 action items across many disciplines. The plan proved unwieldy, although there were several important developments that helped the community, including creation of the Family Safety Center to focus on services for domestic violence victims and the Memphis Shelby County Office of Reentry, focusing on helping ex-offenders become productive citizens. Efforts have also included numerous legislative initiatives.

Uniquely Positioned & Ensuring Success

Describe why and how your organization is uniquely positioned to address this need or opportunity and how it will ensure successful implementation.

There is no other entity in Memphis/Shelby County responsible for overseeing development of a true community-wide plan to make the community safer, especially its urban core, and then quarterbacking plan implementation. No other "neutral" entity with established credibility exists.

The Crime Commission works with a multitude of other organizations providing services that address parts of the community-wide OSC crime plan, ranging from various public sector agencies involved in public safety to numerous private sector groups, such as the Family Safety Center, various Police Joint Agencies, neighborhood watch groups, CrimeStoppers, and many more. (See the Crime Commission's website for a comprehensive list of community partners.)

Coordination & Sharing

Describe how you will coordinate and share learnings with other organizations or initiatives in Memphis working on similar or ancillary issues.

The Crime Commission has a 50-person board of directors; this includes 25 public sector and 25 private sector individuals. Quarterly board meetings, as such, are one tool we use to communicate the status of the work of the Commission as well as the participating partners. Additionally, in conjunction with the Public Safety Institute and other community partners, the Commission sponsors symposia related to important aspects of the plan. In this past year, two such symposia were held, focusing on the development of a youth assessment center and opportunities for ex-offenders. Additionally, the president of the Crime Commission works with other partners to prepare meaningful op-ed pieces relating to important issues related to the plan, as well as appearing monthly on Live@9 to discuss plan developments. The Commission has always served, and will continue to serve, as a convenor of organizations who work in the area of crime prevention and reduction.

Qualifications

Describe the qualifications of staff and leadership that will be involved in carrying out the project or program.

Bill Gibbons: Commission President--served as district attorney for Shelby County and as commissioner of the TN Department of Safety and Homeland Security. He is also executive director of the PSI.

Harold Collins: Vice-president for community engagement, working within communities everyday. He served two terms on the Memphis City Council and headed up community-based efforts in the district attorney's office.

Brona Pinnolis: Vice-president for strategic implementation--day-to-day interaction with key stakeholders to help keep partners accountable for promised outcomes. She is a licensed attorney.

Linda Russell: Vice-president for communications and development--increasing efforts to communicate the Commission's message; splits her time with the PSI. She served as the key staff person for the Governor's Public Safety Subcabinet; previously worked in the DA's office.

Dr. Angela Madden: Research associate professor for the PSI. She received a Ph.D. in Criminology from Indiana University of Pennsylvania in 1996. She has extensive criminology expertise, including statistical analysis.

Sustainability

Describe how the project or program will be financially sustained in the long-term, once grant funding is complete.

The Crime Commission is funded exclusively with private donations, including foundation support. The structure of the board is designed to encourage broad-based support across the community, including from the major employers in the area who all want to see a safer, more vibrant community in which to base their workforce. The Crime Commission was formed in 1997 and has demonstrated the ability to consistently draw necessary funds to carry on this compelling work.

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